

George Arnold

Strategy Executive

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EXECUTIVE SUMMARY

Strategy Executive with a wealth of international experience encompassing 10 years of business development and over 20 years of senior strategy roles. Functional strengths include developing international growth strategies, creative problem-solving, and building and maintaining relationships at a senior executive level. Skilled at forging alignment, maintaining strategic perspective and mentoring. Industry experience encompasses health systems, health technology, information & communications technologies, transport and publishing.

CORE CAPABILITIES

- **Strategy:** ability to see big picture; recognises and assesses impact of trends
- **Stakeholder management:** gains support and alignment of key stakeholders; communicates effectively to a range of audiences via a variety of media. Builds and maintains strong networks
- **Business development:** identifies opportunities and converts them to bottom-line results
- **Customer focus:** works effectively with customers to identify and meet their needs
- **Leadership:** motivates and guides teams to exceptional performance; energises, mentors and improves the effectiveness of individuals and teams
- **Business planning/delivery:** develops plans with aligned objectives, strategies, initiatives and budgets; ensures that targeted results are achieved
- **Problem-solving:** approaches issues from alternative perspectives, identifies best option and acts accordingly

CAREER SUMMARY

NZ Trade & Enterprise	Customer Manager, Health Lead	2004 – present
National Health Board	Advisor - 50% Secondment (NZTE)	2010 - 2012
The Boston Consulting Group	Consultant, Practice Area Specialist, NZ and Australia	1998 - 2003
Coopers & Lybrand	Senior Consultant	1997 - 1997
Fletcher Challenge	Business Analyst	1995 - 1997
NZ Rail Ltd	Corporate Planner	1990 - 1995
SF Newspaper Agency	Advertising Sales Manager (<i>San Francisco Chronicle/Examiner</i>)	1981 - 1990
US Embassy London	Consular Intern	1978 - 1979
US Embassy Kabul	Communications & Records	1975 - 1976

QUALIFICATIONS

University of California at Berkeley	Master of Business Administration (MBA)	1988
Bowdoin College, Brunswick, ME	Bachelor of Arts in International Relations, Russian and Chinese Languages (magna cum laude)	1980
	Achieved 99 th percentile scores in LSAT & GMAT (US national Law School/MBA aptitude tests)	

PROFESSIONAL HISTORY

NZ Trade & Enterprise

New Zealand's trade and economic development agency, with 500+ staff and 46 offices worldwide.

Senior Advisor – Health Strategy

2014 – present

Responsibilities:

- As health sector expert, work with the Health High Impact Program (HIP) team to deliver against major strategies
- Ensure delivery of agreed programme work stream to scope, budget and deliverables
- Own the 'LEGO' stream of the Health HIP, working closely with Canterbury DHB and three technology customers
- Foster international Government to Government collaboration in health to develop commercial opportunities
- Work on initiatives across NZ agencies related to health, including hosting international delegations of key health influencers
- Develop and maintain strategic relationships with key stakeholders, influencers and decision makers

Program Lead – Health High Impact Program

2012 – 2013

Responsibilities:

- Develop and launch projects to generate potential economic benefit within the health technology sector
- Work with NZ health stakeholders, including research, policy, delivery and technology vendors to develop an aligned NZ Inc. approach, particularly regarding innovation

Customer & Key Accounts Manager (ICT and Health)

2004 – 2012

Responsibilities:

- Work with a broad range of clients to develop international expansion strategies, strengthen product development, enhance marketing efforts and build relevant networks across the globe
- Assist clients to raise funding for international growth strategies

Achievements:

- Developed and launched projects forecast to generate over \$600 million in potential net economic benefit
- Assisted customers to raise over \$25 million in funding
- Serve on MSI/MBIE research investment review panel, assessing \$100+million in proposals over 3 years
- Invited for 2 year secondment to National Health Board to promote innovation and alignment of effort/investment across the NZ health sector, including R&D
- Built strong relationships with international health influencers from Canada, UK, Singapore, Australia and US
- Manage the New Zealand Healthcare Innovation group on LinkedIn, increasing membership to over 1600 participants over past 3 years
- Developed a strong and broad international network in the health sector, including policy-makers, providers, researchers and vendors
- Worked with broad spectrum of customers, from private technology firms to a publicly listed manufacturer to a State Owned Enterprise, assisting them to develop effective international expansion strategies, enhance marketing efforts, and build relevant networks across the globe
- Led the ICT Sector Team as acting sector director and developed its strategic direction (2006)
- Worked for 3 months on secondment at Orion Health to develop their global expansion strategy (2007)

National Health Board (Implementation arm of Ministry of Health) – Secondment 50% **2010 – 2012**

Responsibilities:

- Promote innovation and alignment of effort/ investment across the NZ health sector
- Identify opportunities for economic return from health system activities
- Liaise with overseas health systems

Achievements:

- Fostered Government to Government health relationships with Australia, Singapore and the UK to create opportunities for NZ health technology companies. Developed initial drafts and facilitated signing of Collaboration Arrangements with Queensland and Victoria

The Boston Consulting Group

Leading strategy consulting firm, serving public and private sectors from 50 offices in 39 countries

Consultant & Practice Area Specialist, New Zealand and Australia**2000 – 2003****Responsibilities:**

- Develop BCG's Information Technology Practice Area (ITPA) in the Asia Pacific region.
- Train consultants, enhance internal and external relationships, and improve performance management.
- Offer expertise to both in-house consultants and external clients as member of Information Technology (IT) Practice Area, focusing on strategic application of IT capabilities to disparate public sector and corporate challenges. Key projects included:
 - Growth strategy for e-learning software vendor – recommended strategy and partners
 - IT organisation structure and governance processes for a large retailer – consolidated structure
 - IT architecture and systems replacement strategy for a large Thai bank – selected vendor

Projects:

- Drafted business case for Public sector IT portfolio and gained approval for \$300m of investments
- Identified savings of over \$20m for the whole-of-government ICT strategy for an Australian state
- Identified substantial opportunities for cost savings and improved effectiveness, in a Comprehensive IT review of a financial services company, an airline and a global marketing firm
- Developed IT practice area in Asia/Pacific – regional IT practice area revenue increased by 50% in 2 years, despite downturn in economy and 30% reduction in consulting staff

Consultant**1998 – 2000****Projects:**

- Analysed strategic fit and value of \$100+m acquisitions in packaging, financial services, FMCG
- Facilitated implementation of new process-driven organisational structure at a public utility
- Developed global expansion strategy for large food services business to achieve 20% growth
- Developed and quantified Australasian strategies for packaging and financial services companies
- Developed pricing strategy for food manufacturer

Coopers & Lybrand

Big 5 accounting firm in the process of establishing a strategy arm to its consulting practice

Senior Consultant**1997 – 1997****Responsibilities:**

- Manage competitive strategy consulting engagements

Achievements:

- Audited performance of producer board and interview key stakeholders in NZ and overseas. Identified issues and drafted recommendations for market development, branding, and distribution, and secured approval from board of directors representing diverse stakeholders
- Assessed strategic challenges facing the New Zealand dairy industry and developed structural alternatives for meeting these challenges – established groundwork for industry restructure

Fletcher Challenge

Multinational NZ-based conglomerate which was setting up a new division to identify and pursue attractive international acquisitions of privatising utilities

Business Analyst

1995 – 1997

Responsibilities:

- Develop the strategic plan and international growth initiatives for the company's Utilities Group
- Analyse international opportunities and develop strategies to realise value from the best prospects
- Identify and evaluate opportunities, visit and assess potential local partners, and develop an implementation program for expanding into South America

Achievements:

- Developed an international marketing strategy for a start-up micro-turbine company in which FCL had a shareholding – reached \$36m in sales across 5 continents over the following 5 years
- Identified and assessed utility acquisition and greenfield opportunities in China, South America and Indonesia

NZ Rail Ltd (now KiwiRail)

A half-billion dollar transport firm, privatised in 1993

Corporate Planner

1990 – 1995

Responsibilities:

- Drive the business planning process and key strategic initiatives for a multi-modal transport company
- Create financial models to evaluate optimal capital structure, assess implications of restructuring, analyse product contribution, and apply strategies to existing businesses

Achievements:

- Developed strategic, marketing and financing plans for new fast ferry business – developed \$25M in additional business and defeated a series of competitors
- Prepared business plans and Information Memorandum for privatisation of national railroad – sale raised over \$400 million for government

SF Newspaper Agency, San Francisco

Joint operating agency for the San Francisco Chronicle and San Francisco Examiner, circulation 700,000+

Regional Sales Manager

1981 – 1990

Responsibilities:

- Manage advertising sales team for *San Francisco Chronicle* and *San Francisco Examiner*

Achievements:

- Initiated 3 new advertising sections, doubled client base, increased revenue by 300%, (biggest increase of any region)

PROFESSIONAL MEMBERSHIPS

MBIE HVMS Assessment Panel	Review research proposals for annual funding round
NZ Health IT Cluster Ltd	Former Director (Member of Institute of Directors)
Young Enterprise Scheme	Business mentor for four student businesses
SPARK	Judge and mentor for entrepreneurship programme

REFEREES

Referee details readily available on request.